



Alaska Workforce Investment Board

Alaska Department of
Labor and Workforce Development

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AWIB Workforce Strategic Plan System

The Alaska Workforce Investment Board (AWIB) has the responsibility of creating a meaningful and innovative workforce development plan that will fulfill the economic and labor requirements of the future. The plan must serve as the translation of research findings into practical but innovative strategies to partner with industries to deliver a prepared workforce to Alaska's employers.

AWIB encourages industry stakeholders to submit a workforce strategic plan for review and endorsement. AWIB has targeted the following industries: construction, education, healthcare, information, leisure and hospitality, resource development, seafood, and transportation. The attached template can be used as a guide in developing a workforce strategic plan. Once the plan is completed, the plan should be submitted to the AWIB Executive Director who will review the plan, forward it to the appropriate AWIB Committee(s), and then to the AWIB Board for endorsement. The AWIB staff is available to assist in this process and can be contacted at 907-269-3018.

AWIB Workforce Strategic Plan Template

In developing a workforce strategic plan the industry and stakeholders will research the need for a plan and identify occupations with related skills and careers for each plan. The Alaska's Future Workforce Strategic Policies and Investment Blueprint, page 6, should be reviewed in developing the plan. The six guiding principles outlined in the Blueprint are useful and should be used while developing the strategic plan.

The Training Strategic Plan should consist of the following elements:

- I. Workforce Plan Steering Committee Members (name of person and organization)
- II. Executive Summary (Workforce Strategic Planning Document: A Call to Action):
 - A. The Industry Workforce Needs: The Alaska Skills Gap
 - B. Strategy for Putting Alaskans to Work
 - C. Training To Enhance Industry Occupations
 - D. The Long Term Plan and Phases

E. The expected role of the Alaska Department of Labor and Workforce Development

F. Partner Collaboration and Development Innovation

G. Engagement of Stakeholders to Build Capacity

III. Workforce Strategic Planning Document:

- Two to four page summary discussing the current workforce development demands in the identified industry sector and the process that was used in developing the workforce strategic plan

IV. Strategies:

- Address the following four strategies in the Workforce Development Plan (each strategy must contain the following):

- rationale of strategy;
- initial actions;
- implementation steps;
- responsible parties;
- employer commitment; industry sector;
- funding; resourcing needs; and,
- evaluation.

- A. Strategy 1.0 (Increase awareness of and access to career opportunities in industry.)
- B. Strategy 2. (Assist in Development of a comprehensive, integrated Career and Technical Education system for Alaska that aligns training institutions and coordinates program delivery to meet industry, professional, and skills standards.)
- C. Strategy 3. (Increase opportunities for registered apprenticeship in skilled occupations and other structured training opportunities, such as accredited internships.)

- D. Strategy 4. (Increase opportunity for development of appropriate training programs for professional, technical and management workers.)
- V. Suggested data: Industry Occupations inside the Workforce Development Strategic Plan.
 - A. Industry Skills and Occupations (A list of occupations with related skills considered significant in the industry outlined in the Strategic Plan.)
 - B. Summary Statistics for all occupations with related skills (Select statewide labor force indicators which estimate non-residency and older worker information: data from DOL and industries.)
 - C. Training Levels for Occupations (by training requirements)
 - D. Groups (Organized by occupational groups, each of occupations that are related in broad terms by the nature of the functions performed and the skills required.)
 - E. Group and Industry Totals (Summarized counts and calculations on presented data.)
 - F. Industry Plan Phases (A general progression of the plan.)
 - G. Statewide Labor Force Indicators (Statistical data providing measurements relating to the statewide labor force.)

Review and Use Guiding Principles

AWIB recommends that the planning group who develops the Workforce Strategic Plan for the particular industry be guided by the Principles for Alaska's Vocational and Technical Education and Training System found in *Alaska's Future Workforce Strategic Policies and Investment Blueprint. (See attachment.)* The other recommended documents that should be reviewed are: AGIA Training Strategic Plan adopted by AWIB in 2007, Construction Workforce Development Plan adopted by AWIB in 2006, the Oil, Gas and Mining Workforce Development Plan in 2005 and the Vocational Education Comprehensive Plan for Alaska developed by DOLWD in 2004.

Two appendixes are included to assist in the process of developing a plan. AWIB Workforce Development Strategic Plan Template/ Application/ Guide/ Outline - Appendix A and AWIB Workforce Development Strategic Plan “Blueprint” Worksheet - Appendix B are the two documents to assist in this process. Appendix A is to be used for the final document and Appendix B to assist in developing the concepts and strategies.

Alaska’s Future Workforce Strategic Policies and Investment Blueprint

Mission and Guiding Principles for Vocational and Technical Education and Training

Written in 2000 and edited in 2004

The mission of Alaska’s vocational and technical education and training system is to provide a fully prepared, ready-to-work, qualified workforce that meets the needs of Alaska’s businesses and industries. To successfully accomplish this mission, address current challenges, and promote Alaska’s primary workforce development goals, this Blueprint calls for the realignment and strengthening of public service delivery and funding for vocational and technical education and training, consistent with six guiding principles:

Guiding Principles for Alaska’s Vocational and Technical Education & Training System

COMPONENT 1: NEEDS DRIVEN

Guiding Principle

Alaska’s vocational and technical education and training system is labor market driven, and responsive to interrelated workforce, community and regional economic development needs.

1.A. Assess and quantify the need to add, revise or delete education and training programs, based on ongoing evaluation of Alaska and national industry trends, regional and statewide labor markets, and consultations with affected industries and businesses.

1. B. Align training investments with occupations appropriate to Alaska’s current and emerging labor markets, community and regional economic development needs.

1.C. Invest in vocational and technical education and training programs that are market responsive and consistent with nationally recognized, industry-based skill standards and occupational certifications through expanded use of career pathways, business, labor and education partnerships, registered apprenticeships, and on-the-job training. Career pathway – an integrated, multi-year sequence of career guidance, coursework, and work-based learning experiences that enables students, to explore a variety of career choices and provides a context for learning. (Source: U.S. Department of Education). Business, labor and education partnerships – cooperative agreements between entities to share information, expertise, or provide services that benefit students and support system-building (Source: National School-to-Work Office). As used throughout the Blueprint, its synonyms include “business learning consortia”, “industry-led consortia”, and “business-led consortia”.

COMPONENT 2: ACCESSIBLE

Guiding Principle

Alaska’s vocational and technical education and training system is expanded to provide greater access and opportunity in both rural and urban Alaska.

2.A. Invest in programs and facilities that are prioritized by their ability to provide increased access, capacity and strength to the workforce development system, particularly for rural Alaska, Alaskans economically disadvantaged, and Alaskans with disabilities.

2. B. Expand access to short-term secondary and postsecondary training and registered apprenticeships through investments in interactive technology, distance delivery, intensive seminars and correspondence programs.

2.C. Strengthen business, labor and education partnerships to provide rural students, out-of school youth and young adults with expanded training choices linked to current and emerging labor markets, good jobs, and community and regional economic development needs. A good job is described as one that has adequate pay, benefits and career advancement opportunities that can sustain an individual and his or her family economically without reliance on public subsidy. Source: Alaska Unified Plan - For State Unified Plans Submitted under Section 501 of the Workforce Investment Act of 1998, State of Alaska for the period of June 2000 to June 2005

COMPONENT 3: INTERCONNECTED

Guiding Principle

Alaska’s vocational and technical education and training system uses coordinated programs and service delivery to promote progressive, lifelong occupational learning, skill transferability, credential portability, and worker mobility.

3. A. Integrate applied learning into education and training from early childhood education through postsecondary levels and lifelong learning.

Applied learning – hands-on learning and student activities that directly relate to real world work and other life experiences.

3. B. Provide guidance, support and funding to assist every school district to develop career pathway programs that include high quality career guidance components and vocational and technical skills attainment that bridge secondary and postsecondary schools and the workplace.

3. C. Establish standards to align skill development, assessment and attainment levels with labor market needs, and achieve nationally recognized, industry-based skill standards and occupational certifications.

3. D. Ensure that the State’s Quality Schools Initiative and all State Standards for Alaska Students are fully integrated into career and technical education programs, to result in students passing the High School Graduation Qualifying Examination and being prepared for employment or further training and education leading to employment.

3. E. Establish an interconnected Early Childhood Education – 16 workforce investment information system.

3. F. Develop new business, labor and education partnerships to assist with planning, education, training and recruitment, and to help promote system alignment.

3. G. Provide information, technical assistance, resources and incentives to form or grow career and technical student and professional organizations.

3. H. Develop strategies to identify promote and implement local, national, Best Practices. Best Practices – exemplary services, methods, process or approach that have high potential for successful application by other organizations and in different settings.

COMPONENT 4: ACCOUNTABLE

Guiding Principle

Alaska’s vocational and technical education and training system delivers quality services that is aligned with and responsive to the needs of core constituents – students, job seekers, employers, families, communities.

- 4. A. Align education and training investments to build a statewide system that provides opportunity for all youth and adults to equip themselves with academic, work readiness, employability, occupational, computer and technical skills.
- 4. B. Adopt nationally recognized, industry-based skill standards and occupational certifications, as well as program and instructor certification procedures, for secondary and postsecondary occupational education and training.
- 4. C. Complete development of secondary and postsecondary Career and Technical Education Program Standards for Alaska.
- 4. D. Address professional development issues including supply, licensure and skills upgrades to meet demand levels for vocational education instructors and counselors.
- 4.E. Apply Alaska Standards for Culturally Responsive Schools, as adopted by the State Board of Education and Early Development, in response to diverse cultural needs statewide.
- 4. F. Standardize terminology, coding and data to achieve timely evaluation of program performance and effectiveness.
- 4. G. Link public resource investments to standards-based program performance.
- 4. H. Evaluate system-wide performance and effectiveness using the following aggregate measurements:
 - Place participants in further education or training, employment or military service.
 - Increase the number of jobs held by Alaskans.
 - Reduce unemployment and welfare dependence by economic region.
 - Gain income for Alaskans.
 - Increase the supply of workers possessing nationally recognized, industry-based skill standards/certifications and occupational certifications for good jobs in demand.

- Retain skilled workers in vital Alaska industries.

COMPONENT 5: COLLABORATIVE GOVERNANCE

Guiding Principle

Alaska’s vocational and technical education and training system promotes collaborative state and local policies and partnerships to ensure a close fit between education and training, labor market demands, and the needs of constituents regionally and statewide.

5.A. Build cross membership, cooperative relations and systematic communications between the AWIB, State Board of Education and Early Development, University of Alaska Board of Regents, Local Workforce Investment Board, Local Education Agencies, tribal governments, Denali Commission, and key federal and state funding agencies. Key agencies include U.S. Economic Development Administration, U.S. Department of Agriculture, Alaska Department of Education and Early Development, Alaska Commission on Postsecondary Education.

5. B. Promote the alignment of education and training through direct planning by Local Workforce Investment Boards and Regional Advisory Committees, Local Education Agencies and Local Vocational Advisory Committees, University Campus directors, and economic development organizations.

5.C. Strengthen and expand alignment and partnerships with the Alaska Native Coalition on Employment and Training (ANCET), Consortium for Alaska Native Higher Education (CANHE), and Alaska Native corporations and training organizations.

5.D. Promote the active collaboration of parents, career and technical student and professional organizations, educators and trainers, labor, businesses and industry in policy and investment planning, development, implementation and evaluation.

5.E. To the extent authorized by federal and state law, AWIB will plan and coordinate federal, state and local vocational and technical education and training efforts, evaluate performance, and advice the Governor and Legislature on workforce development investments.

COMPONENT 6: SUSTAINABLE

Guiding Principle

Alaska’s vocational and technical education and training system is “built to last” and supported by increased funding and sustainable investment policies.

6. A. Increase funding, align existing resources and establish multi-year funding streams to achieve sustainable commitment and support to meet current and emerging workforce development needs and demand levels.

6.B. Maximize the performance and effectiveness of current programs and assets by increasing investments in professional staff, modern equipment, facility upgrades, and the provision of technical assistance and capacity-building services.

6. C. Establish funding structures and incentives that promote collaboration and coordination between K-16 education and training providers, businesses and labor.

6. D. Establish funding sources and allocation methods for timely response to specific workforce development and training needs.

6. E. Follow a continuous improvement process to assess the effectiveness of investment policies and strategies. Continuous improvement process – ongoing assessment and application of incremental and breakthrough improvements in products, services, or processes.

Documents that will assist in developing the Workforce Development Strategic Plan:

- Alaska’s Future Workforce Strategic Policies and Investment “Blueprint”
- AWIB Workforce Development Strategic Plan
Template/ Application/ Guide/ Outline - Appendix A
- AWIB Workforce Development Strategic Plan “Blueprint” Worksheet -
Appendix B